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25 July 1962

MEMORANDUM FOR: Assistant to DD/I (Admin)

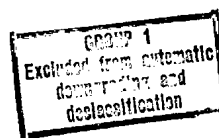
SUBJECT : Agency Recruitment Program

1. Pursuant to your request for comments on the Agency recruitment program, or inadequacies thereof, considerable discussion has taken place within our Admin Staff and a detailed paper was prepared on the subject. Frankly, no novel approaches to the recruitment problem were suggested by our personnel and Admin people and I do not have any myself. The Center personnel officers very thoroughly ran out lists of actions which I certainly hope are the daily bread of the Office of Personnel recruitment effort and can be directly checked and implemented by our people with the Office of Personnel recruitment staff. Various programs, procedures and the like which we knew in our days in the recruitment business have been discussed; no panaceas have been developed.

2. I am of the mind that we all know quite well that there is no answer to the recruitment problem which will not include the development and maintenance of an aggressive, alert professional recruitment staff working cooperatively and closely with the various offices and divisions of the Agency. Such a staff should be at least four times its current strength to carry out a really effective recruitment program.

3. The second ingredient of a basic answer to the problem perhaps should be listed first. It is simply that there must be realization and demonstrated concern on the part of Mr. McCone, General Carter, and their deputies for the basic difficulties, peculiarities and conflicts involved in recruitment for an organization such as ours. Their understanding and backing of "recruitment", i.e. the overall process of acquiring CIA's human resources, is not readily apparent to me and, accordingly I question whether the problems we have been discussing at our meetings of the past three weeks are duly appreciated.

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4. Under these circumstances I believe we should promptly urge the DD/I to cap the commendable interest which he has already shown in personnel and recruitment by proposing to Mr. McCone that a Recruitment Task Force be created; that this Task Force be chaired and directed by Mr. Kirkpatrick, his Executive Director; and that each Deputy Director make available two each of his best qualified senior staff concerned with or experienced in recruitment and/or personnel for Task Force duty, supplemented by such supporting personnel as are necessary. Such a group, if conscientiously selected and authoritatively backed, could realistically survey present and future Agency needs, commit their respective areas to support mutually agreed objectives and programs and, with approval and endorsement of Task Force findings by Mr. McCone and General Carter, I am sure that Mr. Kirkpatrick would see that an alert, competitive recruitment program was carried out on an Agency-wide basis.

5. Though I am not a candidate for additional assignments, I would volunteer for duty on such a Task Force if Mr. Cline, Mr. Sheldon and you felt I might make a satisfactory contribution and representation thereto. I am very much concerned over our obviously limited recruitment capability and feel that the DD/S needs lateral support in this matter. The Task Force is one way of providing same.

6. In conclusion self preservation is readily acknowledged in that you probably need not be reminded that the organization with which I am associated has a planned recruitment objective which would double the on-duty strength within 11 months. We obviously need help -- more than even a seasoned professional recruitment staff of 12 could provide if we were dependent upon external recruitment alone. At [] EOD's per annum per recruiter of a staff aggregate of about [] the entire professional recruitment staff of CIA might be hard pressed to take care of NPIC alone!

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Executive Director, NPIC

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